# Canadian Institute for Health Information 2012 to 2017 Strategic Plan

Better data. Better decisions. Healthier Canadians.

Canadian Institute for Health Information
Institut canadien d'information sur la santé

## Our Vision

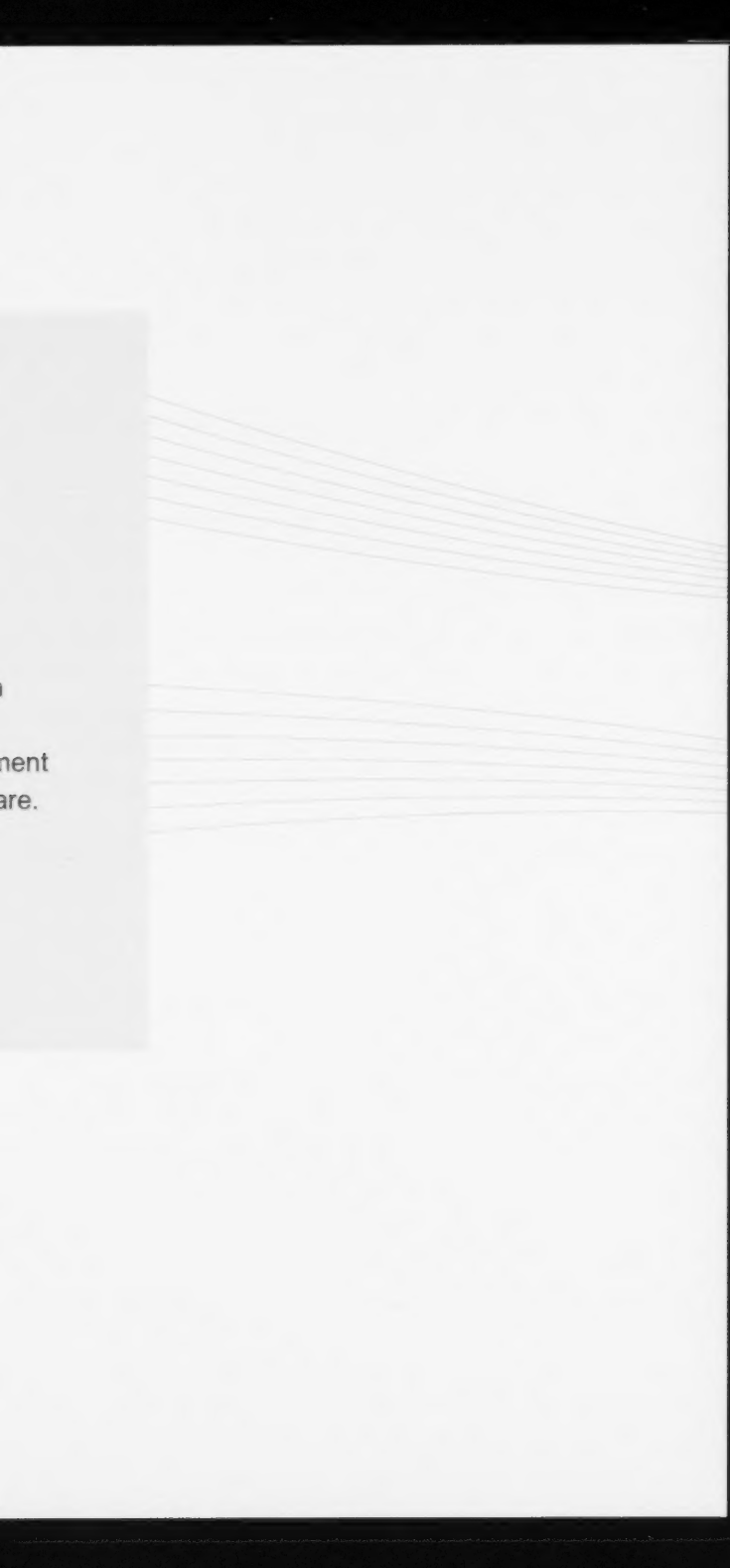
Better data. Better decisions.
Healthier Canadians.

## Our Mandate

To lead the development and maintenance of comprehensive and integrated health information that enables sound policy and effective health system management that improve health and health care.

## Our Values

Respect, Integrity, Collaboration, Excellence, Innovation



# Introduction

The Canadian Institute for Health Information (CIHI) is pleased to present our five-year strategic plan for 2012 to 2017. This plan is the result of extensive consultations with customers and stakeholders from across Canadian health systems.

Better data contributes to better decisions—and at CIHI we are committed to providing customers and stakeholders with the information they need to ensure Canadians receive the high-quality care they deserve. Health information assists with planning and resource allocation, informs efforts to improve the quality and efficiency of patient care, enables evaluation and performance measurement, facilitates benchmarking and helps identify leading practices for health systems.

Since 1994, CIHI has played a unique role in Canada's health sector. Working with our partners, we have helped improve the depth and breadth of Canada's health data by building and maintaining 27 critical pan-Canadian databases that enable comparisons within and among jurisdictions. In addition, we have produced analyses on health and health care in Canada that are relevant, timely and actionable for our customers. We have also increased the understanding and use of data through a range of educational offerings, reporting tools and strategies.

As we approach our 20th year of operations, we have reflected on our vision and mandate, as well as on the values that guide our work and interaction with others. In developing our strategic plan, we consulted with our customers and stakeholders to assess our effectiveness and to set priorities for health information in the coming years, while ensuring we can remain a forward-thinking organization that is responsive to emerging needs.

This five-year strategic plan outlines CIHI's renewed mandate, vision and values and identifies the specific goals and priorities we will pursue in our ongoing efforts to respond to customer and stakeholder needs, assist health systems in making improvements and, ultimately, improve the health of Canadians.

# Who We Are

In 1991, the National Task Force on Health Information, chaired by former chief statistician Martin Wilk, recommended the creation of a national health information coordinating council to address the "deplorable state" of health information in Canada. As a result, CIHI was established with a mandate to improve the health of Canadians and their health systems by providing high-quality, relevant and timely data and information.

Today, we are a trusted organization that plays a leadership role in the development and coordination of a common approach for health information in Canada. This includes the development of standards and methodologies, the creation and maintenance of databases that hold reliable and comparable data, and the promotion of improved understanding and use of health information in a way that ensures the privacy of Canadians. Building on data, we produce analyses that respond to important questions about Canada's health systems and assist policy-makers, health system managers and practitioners in making informed decisions.

# Who We Serve

CIHI produces information and analyses that are publicly available for stakeholders in the health system and beyond. When setting priorities among the needs of stakeholders, we concentrate on senior government leaders and others involved in developing health policy; those who lead, plan and manage the delivery of health services at the front line; and members of the general public. We also support those who use data for health and health services research, health professionals and health records staff who are involved in the collection of data and academics that help train our future health leaders.

Our plan reflects the needs of our priority customers—funders, policy-makers and health system managers—as well as other important customers, including data providers, analysts, clinicians and researchers.

> "Together, we've created a clear vision and strategic plan that set CIHI's course over the next five years, making it possible to connect Canada's health care data to support decisions that will ultimately improve the health and well-being of Canadians."
>
> —Dr. Brian Postl, Board Chair

# Our Foundation

At CIHI, we refer to four key foundational elements when making decisions in our day-to-day interactions with employees, customers and stakeholders. These reflect our culture and our business and are critical to our success as an organization and in meeting our strategic goals:

- **Quality and data standards:** Using the raw data collected from our stakeholders, we produce high-quality data, standards, products and services for our customers.
- **Privacy and security of data:** We maintain the privacy and security of the data we hold and work closely with the privacy community across the country to ensure that our policies are in keeping with best practices.

- **Information technology:** Our information technology infrastructure ensures that data is accurate, secure and available for use. Well-supported applications yield analyses that are produced efficiently and effectively.
- **Partnerships:** We partner with a broad range of health organizations and governments throughout the country and internationally. With our collaborative approach, Canadians benefit from the country's collective expertise while avoiding duplication of effort and cost.

> "We're proud of our privacy and security programs, which are the underpinnings of all of our work at CIHI. All Canadians can have confidence that the confidentiality and integrity of their health data are safeguarded."
>
> —Anne-Mari Phillips, Chief Privacy Officer and General Counsel

# Our Values

Our values guide us in our day-to-day work and relationships with others. As part of the renewal of our strategic plan, we refocused our values, committing to a core set that serve as the basis for our culture:

## Respect

Our approach is rooted in respect for our customers and colleagues and for their experience, expertise, creativity and well-being.

## Integrity

Integrity and trust underpin everything we are and everything we do—in our relationships with customers and colleagues; in the data collection, analysis and research we undertake every day; and in our commitment to privacy, confidentiality and security of information.

## Collaboration

Our best work comes through a collaborative approach, leveraging the experience, expertise and creativity of our partners.

## Excellence

We are guided by the highest ethical, professional and statistical standards in integrating, analyzing and disseminating the health data and information we gather.

## Innovation

Health and health care are characterized by change and innovation, and at CIHI we are committed to a culture of innovation to deliver the highest-quality service, advice and products to our clients.

"As a CIHI employee, I helped define our core values, which represent our corporate culture, the way we do business and how we make decisions."

—Lori Lennox, Program Consultant, Governance and Policy

# What We Do

With the need to evaluate and reformulate our strategic directions for 2012–2013 and beyond, we assessed our current mandate and scope to ensure that we are well positioned to inform health system transformation efforts. Our renewed mandate reinforces our commitment to listen to our stakeholders and respond rapidly with innovative tools and approaches.

# Our Mandate

**To lead the development and maintenance of comprehensive and integrated health information that enables sound policy and effective health system management that improve health and health care.**

# Our Achievements

CIHI's products and services are valued because of our capacity to collect and disseminate comparable pan-Canadian data, develop sound methodologies and analytical approaches, and produce high-quality, unbiased information on relevant issues. Recent achievements include the following:

- Creation of the hospital standardized mortality ratio, an important indicator that helps guide efforts to improve patient safety;
- Launch of the National System for Incident Reporting to track medication errors in acute care facilities;
- Better information to provide a clearer picture about changes in Canada's health care workforce;
- Increased uptake of newer reporting systems in areas such as pharmaceuticals and home and continuing care;
- Creation of a reporting tool for comparable data on Canadian hospitals;
- Collection and reporting of wait times data, enabling efforts to track progress in reducing surgical wait times in Canada;
- More timely data from emergency departments in Canadian hospitals;
- Better primary health care information, including new content standards for the electronic medical record, created in collaboration with partners and stakeholders;
- A number of critical reports in the area of health systems analysis and population health, focusing on critical issues such as obesity, mental health and health disparities; and
- Development of a pan-Canadian patient cost estimator, ongoing work on health care cost drivers and refinement of activity-based funding methodologies.

# Our Plan for the Future

Canadian health systems are evolving and so are the information needs of our customers and stakeholders. The quality and affordability of health care is a major concern, and we need to produce better patient safety and health outcomes data, as well as methodologies and information to better inform providers, policy-makers and others.

The needs of an aging population are prompting health leaders and providers to develop new approaches to delivering care more efficiently, while achieving better health outcomes. In addition, Canadians want a patient-focused system where care is provided by the most suitable providers in the most appropriate settings. The use of health information technology is accelerating and will facilitate access to a growing number of data sources, as well as opportunities to use the data in ways that will allow us to answer progressively more complex questions.

It follows that health information also needs to change. Comprehensive and reliable information is the foundation of successful efforts to both understand and improve health care for Canadians. Over the next five years, we will expand what we know about the health of Canadians and the health systems and enhance our efforts to build understanding and use of health information to allow for better-informed decisions and, ultimately, better health for all Canadians.

## Our Vision

**Better data. Better decisions. Healthier Canadians.**

"The next chapter of CIHI is an exciting one for all of us. We've set the direction and our goals. We have all the elements required to execute them and achieve our vision of better data, better decisions, healthier Canadians. We look forward to the journey."

—John Wright, President and CEO

# Our Strategic Goals

Our new strategic plan is founded on a vision for CIHI's future of linking data to decisions and health outcomes. Our new vision statement—Better data. Better decisions. Healthier Canadians.—portrays how better data can lead to better decision-making and improve the health of Canadians.

Our new vision statement is embodied in our strategic goals:

## Improve the Comprehensiveness, Quality and Availability of Data

Today, data is being generated, collected and distributed with ever-increasing speed. But it can be managed and maintained in more efficient and effective ways. We will direct our efforts toward providing more complete data while integrating data across health sectors to add value and provide a patient-centred focus.

**Over the next five years, CIHI will**

- *Provide timely and accessible data connected across health sectors.* We will provide a more complete picture of health and health care in Canada by linking data across sectors to report on pathways of care. We will continue to provide leadership on data standards and on grouping methodologies, facilitating pan-Canadian comparability. We will also continue to improve the timeliness of data and information.
- *Support new and emerging sources of data, including electronic records.* We will provide a leadership role in realizing the benefits of new forms of health information—including electronic health and medical records and other emerging sources of health information—to improve the health of Canadians.
- *Provide more complete data in priority areas.* We will work with customers and stakeholders to identify, prioritize and address information gaps and continue pan-Canadian participation in our key programs and data holdings.

## Support Population Health and Health System Decision-Making

The data available is growing in both volume and complexity. The challenge is to generate actionable knowledge from that data—knowledge that is responsive to customer needs and the local context while being delivered in a timely fashion. We will place renewed emphasis on matching our products and services to the needs of our customers, which are focused on supporting population health and health system decision-making.

**Over the next five years, CIHI will**

- *Produce relevant, appropriate and actionable analysis.* We will continue to produce the information necessary to improve the health of Canadians and their health systems. We will produce in-depth analyses to inform the public, enlighten policy debates and answer the most critical questions of health system managers and others.
- *Offer leading-edge performance management products, services and tools.* We will develop a common set of performance indicators and measures with associated standards and robust and accessible performance management tools for health care systems.
- *Respond to emerging needs while considering local context.* We will continue to ensure that we are positioned to respond to emerging needs while maintaining flexibility in responding to specific local demographics, issues and concerns. This includes working with stakeholders to build their capacity to understand and use health data and information.

## Deliver Organizational Excellence

Our people are the foundation of our success. That's why we strive to remain an employer of choice, with hiring, compensation and management practices that encourage staff retention.

**Over the next five years, CIHI will**

- *Promote continuous learning and development.* We will continue to ensure that CIHI is an employer of choice by investing in learning programs, providing coaching and mentoring opportunities, and continuing programs that foster the exchange of knowledge and skills within and outside of CIHI.
- *Champion a culture of innovation.* We will innovate in our methods and processes, committing to a process of continuous improvement. We will work with our customers and partners to develop innovative tools and approaches to increase value and efficiency. We will continue to innovate in the use of information technology while maintaining information security and protecting privacy.
- *Strengthen transparency and accountability.* We will maintain an accountability structure and governance practices that provide for openness and transparency, as well as a performance measurement framework that demonstrates a commitment to outcomes.

# Moving Forward

This strategic plan will help CIHI meet its customers' and stakeholders' needs in a timely and privacy-sensitive manner while enabling the shared objective of improving the health of Canadians.

We look forward to working with our customers and stakeholders over the next five years to translate these plans into concrete action. For our part, we will develop a more detailed multi-year business plan that outlines how we will approach our goals and a performance framework that clearly identifies the outcomes we anticipate will flow from our work and that will serve as a critical tool for corporate transparency and accountability.

These are critical times for health care in Canada, but opportunities exist to make improvements that will serve Canadians well. We are committed to working with our partners to maximize the contribution of health information toward this shared goal.

# Our Strategic Plan

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|---|---|
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| Strategic Goals | Priorities |
|---|---|
| Improve the comprehensiveness, quality and availability of data | ▸ Provide timely and accessible data connected across health sectors<br>▸ Support new and emerging sources of data, including electronic records<br>▸ Provide more complete data in priority areas |
| Support population health and health system decision-making | ▸ Produce relevant, appropriate and actionable analysis<br>▸ Offer leading-edge performance management products, services and tools<br>▸ Respond to emerging needs while considering local context |
| Deliver organizational excellence | ▸ Promote continuous learning and development<br>▸ Champion a culture of innovation<br>▸ Strengthen transparency and accountability |

| Foundation | Privacy and Security, Data Standards and Quality, Information Technology, Partnerships |
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# Talk to Us

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*At the heart of data*

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